

DRAFT
10/29/2014

Target 1 - Production

Target 1A: Add 400 net new acres in food production per year in King County (2% per year) for the next 10 years

Target 1B: increase the number of new and beginning farmers in food production in King County by 25 new farmers per year.

Strategy 1.1: Decrease start-up and expansion costs and remove barriers for farmers in food production (land, equipment, related infrastructure, taxes, insurance, capital investment). ***Effect:** It is expensive to start or expand a farm in King County. Land prices are high, equipment can be expensive, and much of the unfarmed land is in need of capital investment for new or rehabbed farm infrastructure. Yet many farmers lack the resources, or lack the equity to borrow resources, necessary to start up or expand their farm business. This may be especially true for low income, minority or limited-English farmer. High cost and lack of resources are significant barriers to getting new land into production and new farmers working in King County. The following suite of actions would tangibly reduce land costs for food farming, create easier access to capital to food farmers, and expand and create new financial incentives to food farming.*

	Action Item	Lead Organization	Key Partners	Resources Available/Needs	Cross-Reference
HIGH PRIORITY					
A	<p>Increase economic development capacity for the agriculture sector. Develop a regional economic development strategy. Analyze different farming sectors to assess growth opportunities. This strategy will encompass 1.1 B, 1.1 C, and many of the demand strategies.</p> <p>Effect: Develop for farmers, producers, distributors a coordinated approach to agricultural production in the County that maximizes the benefit of productive capacity of the land and close proximity to large market.</p>	KC, NABC, KCD, CHC, SMNW	NABC CHC KCD WSU Extension King County Seattle Tilth AFT	Need new staff: 1 FTE total Consultant resources - \$250K	1.1 B, 1.1 C, all Demand strategies
B	Create “one-stop” economic development office for farmers in food production and/or processing,	KC, NABC, KCD, CHC, SMNW	Slow Money NW, Seattle ED, Farmlink, KCD, NABC, KC Ag.	Existing Staff Possible co-location of staff at a central office;	1.1 A, 1.1 C; Strat 1.5, Strat 1.6, All

DRAFT
10/29/2014

	<p>including: information clearinghouse, loan and credit programs, business planning. Ensure that assistance is available in multiple languages and is culturally inclusive.</p> <p>Effect: Provide new and established farmers with a convenient location where they have easy access to a range of technical, financial, and marketing assistance.</p>		Program, WSU Extension, CHC, NRCS	Moving expenses	demand strategies
C	<p>Create a finance strategy planning group to improve access to credit and financing for farmers beginning or expanding food production and to develop new financing models such as:</p> <ul style="list-style-type: none"> • low interest revolving loan program • loan guarantees • loans that don't require equity • forgiveness of debt service as an incentive to encourage sustaining new farm operations <p>Effect: Creative financing is critical to start-up farmers and those expanding their operations. Many do not have equity and so do not qualify for conventional loans. Starting or expanding a farm requires financial investment in land, equipment, animals, new infrastructure,</p>	King County	<p>Slow Money NW NW Farm Credit Services USDA/FSA USDA/RD Craft3 Cascade Harvest Coalition (CHC) Viva Farms Small Business Administration NABC WSU Extension</p>	<p>Staff – Existing King County Staff can convene and manage the group (0.1FTE) Participation from other groups might total 300 hours. Unknown whether more funds are needed for this participation. Note that the finance strategy, when developed, would likely require a new source of loan funds beyond that available through existing programs.</p>	1.1 A, 1.1B, Strategy 1.6

DRAFT
10/29/2014

	mechanization, or land improvements. Identifying new and innovative finance tools and developing a strategy to introduce those tools in King County is important to increasing the number of new farmers and expanding production by existing farmers.				
D	<p>Make more land available to lease for food production, building on recommendations of the Farm and Food Roundtable. Recruit low-income and minority farmers.</p> <p>Develop a strategy for leasing land in ways that encourage farmer investment in the land: long term leases, lease-to-buy, incentives for production, etc.</p> <p>Analyze costs for long-term staffing, property improvements, land purchase costs</p> <p>Effect: Many entry level farmers are unable to afford purchasing land. King County, as a major purchaser of land, has the capacity to provide a stable supply of leasable land at affordable rates and help eliminate a barrier for entry level farmers.</p>	King County	<p>Seattle Tilth PPM PCC Farmland Trust AFT Municipalities CHC WA State Housing Finance Commission</p>	<p>Initial strategy development can be done with existing staff- King County 0.1; other groups - ?; (Seattle Tilth has a grant to help develop a model for minority farmers.) Analysis will determine funding needed. Purchase of property and managing lease program will require new funding Use existing King County Acquisitions Group Apply for CFT and other grants</p>	Strategy 1.4, 1.6
E	Encourage private landowners to lease or sell land to farmers in food	CHC	King County CHC	Part of farmlink budget for CHC. KC staff 0.1 –	1.1G, 1.6 A

DRAFT
10/29/2014

	<p>production.</p> <ul style="list-style-type: none"> • Survey landowners who have unfarmed farmable land to determine what would encourage them to lease/sell to a farmers • Provide assistance in negotiating leases • Develop other incentives if needed (e.g., tax incentives) <p>Effect: Many entry level farmers are unable to afford purchasing land. Creating incentives for private property owners to lease agricultural land, rather than leaving it fallow or in low level production, will provide a supply of leasable land at affordable rates and will eliminate a barrier for entry level farmers.</p>		Cities	provide data; help develop incentives	
F	<p>Change regulations to make it easier to develop farming infrastructure; develop an agriculture building permit track.</p> <p>Effect: Many farms are in critical areas (wetland, floodplain, stream buffers). Existing regs to protect those critical areas, primarily from impacts of more dense development) make it difficult, overly expensive or impossible to build infrastructure.</p>	King County DPER	<p>Fish, Farm, and Flood Committee</p> <p>KCD</p> <p>Clean Air Agency</p> <p>Ecology, WSDA</p> <p>Health Dept.</p> <p>USACE (and other federal agencies)</p>	<p>Existing KC Staff - unbudgeted</p> <p>Staff Need: 1000 hours (0.6 FTE)</p>	Strat 2.3, Action 1.2 B

DRAFT
10/29/2014

	This has greatly limited the potential for farmers to diversify their businesses. An approach that values farm production and better evaluates the actual impact of the farm infrastructure could increase farm business expansion.				
G	Evaluate opportunities to reduce tax burden, such as CUT for ag buildings, SWM fee, business property tax. Effect: Support existing and new farmers by reducing their fee and tax burden and rewarding those farms that are engaged in commercial production.	King County		Evaluation by existing KC staff (.1) Running a rebate program would require new funding.	1.1 E, 1.6A
H	Develop a tax rebate program that would rebate property taxes to farmers who reach a certain threshold for high food production. As an example, a farmer who produces \$10,000/ac of food might get a refund of the property taxes paid on the land. Effect: The farm revenue/acre required for the Agriculture Current Use Taxation program is very low (\$200/ac - \$1500/ac depending on size), and farms are able to take advantage of that property tax reduction even if their farm is under-utilized. This rebate would be a big			\$\$\$	

DRAFT
10/29/2014

	incentive for farmers to increase food production or lease their land to a farmer to produce food.				
I	Support pilot project to develop innovative approach to cooperative farming model, offering access to technical assistance, shared equipment and access to markets, particularly for minority and low-income farmers.	Seattle Tilth			Strategy 1.5 Strategy 1.6
J	Encourage urban agriculture through land use policies and use of public land where appropriate.	Cities			
Summary Resource Needs for High Priority Actions Strategy 1.1:			Existing Staff New Staff New Dollars		
MEDIUM PRIORITY					
J	Create a work group to analyze the opportunity and feasibility of a demonstration project that would create farm parcels smaller than existing 35 acre zoning. The goal would be to create lower priced entry level parcels for food production. Parcels would be constrained by restrictive easements that would require food production.	King County			
K	Develop grant program for infrastructure (e.g., barns, processing) construction or permitting costs.				
LOW PRIORITY					

DRAFT
10/29/2014

	Develop grant				
Strategy 1.2: Improve drainage to bring more land into production. <i>Effect:</i> There is good, farmable acreage throughout King County that is prevented for being farmed due to drainage problems. There is also farmed acreage that could be more productive for more months if drainage was improved. Addressing drainage issues on farmland is a tangible way to help open up more acreage for production. The following suite of actions would implement short and long term fixes that lead to drainage issues being resolved.					
	Action Item	Lead Organization	Key Partners	Resources Available/Needs	Cross-Reference
HIGH PRIORITY					
A	Continue short term improvements to ADAP <ul style="list-style-type: none"> - Increase staff support (1 FTE) - Increase budget - Provide farmers with pumps at low/no cost - Pay for riparian plantings/establishing plantings <p>Effect: Inability to drain fields after major rain events or in the spring is a major obstacle to farmers being able to maximize the productive potential of their fields. Increased investments in ADAP will enable more landowners to undertake projects to clean out drainage ditches, better drain their fields, and achieve significant improvements in production.</p>	King County	KCD	Existing Staff Plus 1 Additional FTE 2015/2016 = 1.75; Non-staff approx. \$75k. Increase in total ADAP funding from \$120K/year to \$250K/year KCD has a grant to assist with construction costs in 2015.	Strat 1.5 All actions in this strategy are related.
B	Evaluate with other counties state regulatory changes to make projects less expensive and easier to implement; develop a strategy to address the more complex drainage	King County	FFF Committee Ecology WDFW ACOE KCD	Ag and DPER staff included in 1.1D; SWS staff included in 1.2A. Program has a grant to pilot alluvial fan projects	Strat 1.5 Action 1.1F

DRAFT
10/29/2014

	<p>issues</p> <p>Effect: Currently dewatering (damming and pumping out drainage ditches) and riparian planting significantly contribute to the cost and complexity of ADAP projects. Exploring changes in regulatory requirements could ease those requirements, and reduce the cost and complexity of projects.</p>		Tribes	and drain tile installation – these will help develop determine some of the regulatory issues.	
C	<p>Develop ways to maintain and improve drainage systems across property lines, e.g., multiple property projects, exploration of drainage districts or alternative landowner cooperative.</p> <p>Effect: Many drainage ditches and creeks drain multiple properties, and when filled with sediment can adversely impact all of those properties. In order to clean out an entire watercourse, agreement is needed among all of the property owners. This investment will enable the ADAP program to undertake larger more complex projects that benefit multiple properties.</p>	King County KCD	WDFW Ecology Farmers	SWS staff included in 1.2 A; KCD grant will assist	Strat 1.5
Summary of Resource Needs for High Priority Actions, Strategy 1.2			Existing Staff New Staff New Dollars		

DRAFT
10/29/2014

Strategy 1.3: Improve availability and efficiency of irrigation water: save what we have, share what we have, and if possible, find more. **Effect:** Access to irrigation water significantly expands how a property can be farmed, potentially enabling higher revenue generating crops and uses. Currently much of the farmland in King County is either without access to irrigation water entirely, or does not have enough to meet its full needs. Expanding how much irrigation water is available to farms would have a significant impact on growing local food production overall, as well as enabling more higher revenue producing crops. The following suite of actions would increase the amount of irrigation water available to food farms in King County.

	Action Item	Lead Organization	Key Partners	Resources Available/ Needs	Cross- Reference
HIGH PRIORITY					
A	<p>Increase the number of farmers using reclaimed water for irrigation in the Sammamish valley by expanding current access to the eastside of the river and evaluating whether reclaimed water could be added to a water body, such as Sammamish River, and make the river a conveyance to source water for farming. Evaluation needs to include feasibility (what crops can it be used on) and affordability.</p> <p>Effect: All but one of the market crop farms in the Sammamish APD are on the east side of the river. All are limited to some degree by lack or insecurity of water.</p>	King County	Ecology City of Woodinville City of Redmond WSDA Organic Program Tribes	Existing WTD Staff, in coordination with Existing WLRD Staff (0.1); Total FTE 0.5 Existing FTE	All actions in this strategy closely related to Strat 1.5, and all are related to each other.
B	<p>Create a water management association, such as a Watershed Improvement District (WID) in Snoqualmie Valley.</p> <p>Effect: This could greatly increase</p>	Snoqualmie Valley Preservation Alliance	King County Tribes	SVPA Staff: ? Grant: ? King County Staff: 200 hours (0.1 FTE)	

DRAFT
10/29/2014

	crop production in the APD. A study by WA Water Trust compared water rights and claims with irrigated acreage (from air photos), and found that irrigated acreage was likely about one third of the acreage under rights or claims. A cooperative water sharing mechanism could greatly expand the irrigated acreage and reduce the risk of loss of water rights for non-use.				
C	<p>Evaluate whether there are opportunities in APDs other than Sammamish for making reclaimed water available to farmers, either directly or by adding it to a water body that could then be a source of water to farmers.</p> <p>Effect: Access to irrigation can significantly increase production and allow acreage to be converted to higher value food crops. More information is needed to determine the extent to which water is a limitation in the other APDs.</p>	King County		WTD .1	
D	<p>Assess needs and opportunities for more water or better water management in other APDs, including assessing feasibility of WIDs</p> <p>Effect: Access to irrigation can significantly increase production and</p>	King County	Farmers Ecology WA Water Trust Tribes	Contract WWT - \$20 K Ag staff - .1	

DRAFT
10/29/2014

	allow acreage to covert to higher value food crops. More information is needed to determine the extent to which water is a limitation in the other APDs.				
E	Develop policy with the goal of retaining or increasing and better managing agriculture water rights; partner with other counties to address this issue. Effect: Will help provide direction for future work on this issue. Will clarify County's intent, especially as there are other demands on the water resource.	King County	Ecology FFF Committee Tribes	Ag staff – .02	
Summary of Resource Needs for High Priority Actions, Strategy 1.3			Existing Staff New Staff New Dollars	0. FTE 0 FTE \$0 Dollars	
MEDIUM PRIORITY					
F	Increase efficiency through education and funding of efficient irrigation systems.		NRCS KCD WSU		
LOW PRIORITY					
G	Continue educational workshops for farmers about water rights.		Farm Bureau Cattleman's Assoc.		
H	Evaluate water storage systems such as multi-use retention ponds.				
Strategy 1.4: Preserve farmland for food production, building on the recommendations of the King County Farms and Food Roundtable. Effect: Farmland is being converted at an alarming rate, both nationally and locally. It is critical that this region preserve its best farmlands before they are lost forever. Additional investment in farmland preservation now will pay dividends in the future as the other strategies that increase production and demand take hold over the coming years. Without a farmland preservation strategy, there may not be enough farmland left in					

DRAFT
10/29/2014

future generations to ever have a significant amount of food grown locally. The following actions will help preserve additional farmland in King County.					
	Action Item	Lead Organization	Key Partners	Resources Available/Needs	Cross-Reference
HIGH PRIORITY					
A	Continue to purchase easements to reduce cost of land. Effect: Can greatly reduce cost so farmer can purchase the land. Protects the soil resource from other uses for the long-term.	King County Land Trusts Cities		Existing KC Acquisitions Group (.5), Ag staff (.5) Apply for CFT Grants, state and federal grants Use TDR	1.1 D, 1.4 B,C
B (1) (2)	Convene a group to develop a long-term strategy for more farmland preservation for food production: B(1) <ul style="list-style-type: none"> analyze opportunities for bringing more farmland into food production; prioritize critical farmland (whether in APD, rural area, cities) to protect for food production; include land for lease (1.1B) in analysis. B(2) <ul style="list-style-type: none"> determine funding amount needed, including adequate staffing for transactions, monitoring, land management determine mechanisms, timing, 	King County	KCD Cities PCCFT AFT Seattle Tilth Pike Place Market Sno-valley Tilth SVPA CHC Forterra TPL TNC SMNW	Existing staff to convene group and do analysis: Ag (.2) Acq. (.2) Need considerable staff time from PPM, AFT, PCCFT, especially for last bullet. Additional dollar amount to carry out strategy will be determined by this analysis.	1.1D, 1.4A,C

DRAFT
10/29/2014

	<p>messaging, coordination with other funding needs.</p> <ul style="list-style-type: none"> Identify farmers <p>Effect: Ensures available farmland for future food-growing needs. The Farm and Food Roundtable found that with aggressive use of existing CFT and TDR resources, approx. 2000 new acres of farmland could be protected in 10 years; however, the roundtable called for permanently protecting 10,000 new acres in that time and setting a goal of ensuring some level of protection for all 55,000 ac of farmed and farmable land in the county (approx. 14,000 permanently protected now.)</p>				
C	<p>Develop easement that would require food production. Also consider other mechanisms that make it more likely the land will be farmed for food long term, such as buy-back program, or annual revenue stream to farmers rather than lump sum payment.</p> <p>Purchase farmland; then sell back to farmers with restrictive easement and/or other mechanism to ensure long-term food production.</p>			<p>Analysis could be part of staff effort in 1.4B. Dollars required for purchase will be determined as part of 1.4B analysis.</p>	<p>1.4B 1.4A</p>
Summary of Resource Needs for High Priority Actions, Strategy 1.4				Existing Staff	X FTE

DRAFT
10/29/2014

			New Staff New Dollars	X FTE X Dollars	
Strategy 1.5: Improve farmland productivity. <i>Effect: It is difficult to farm profitably. The average revenue yield on King County farms is approximately \$1,200/acre. Increasing productivity will help farmers generate additional revenue to sustain and grow their farm businesses with an end goal of net profitability. The following suite of actions will increase the amount of technical assistance available to farmers that expand their knowledge base and tool kit for increasing productivity.</i>					
	Action Item	Lead Organization	Key Partners	Resources Available/Needs	Cross-Reference
HIGH PRIORITY					
A	<p>Increase research and assistance to expand and improve agricultural productivity in King County; for example, construction of hoop houses, as well as drainage and irrigation, can extend growing season.</p> <p>Effect: Discussions with Snoqualmie valley farmers indicated that length of growing season was the most significant factor in productivity. Water, drainage, greenhouse production all can extend growing season. Research may advise on new crops and farm techniques that can also improve productivity.</p>	NRCS WSU Extension	King County KCD Slow Money	NRCS EQIP grants are available; may need match dollars; WSU work needs to be funded (see 1.5 C)	1.5 C
B	<p>Expand NABC’s scope to include King County. NABC would provide the following services for King County farmers:</p> <ul style="list-style-type: none">• Business Planning• Value Added Product Development (including	NABC	King County	\$200,000 from combined sources would support full NABC services in KC	1.1A, 1.1B, Strategy 1.6, demand strategies.

DRAFT
10/29/2014

	<p>mobile slaughter)</p> <ul style="list-style-type: none"> • Rural Cooperative and Organizational Development • Infrastructure Development • Access to Capital • Access to markets <p>Effect: Hands-on assistance to farmers to expand business. More food processing. More market opportunities.</p>				
C	<p>Return relevant WSU ag extension services to King County. Start with partnership with Snohomish County Extension to offer “Cultivating Success” classes, with the intention to move toward full-time extension agent. Services to include research and education on:</p> <ul style="list-style-type: none"> • farming techniques to improve production, efficiency, soil fertility, season length, sustainability etc. • business planning and marketing • food safety regs <p>Special focus on new farmers and minority farmers.</p> <p>Effect: Farmers in King County won’t</p>	WSU, King County		<p>\$30,000 for Cultivating Success. One position under contract would cost \$150,000. If County expands MOA with Extension, cost for position plus programming would be about 75,000. Potential to use KCD grant as start-up, but need to find long-term funding.</p>	1.1A, 1.1B, Strategy 1.6, Demand strategies

DRAFT
10/29/2014

	have to go to Snohomish or Pierce County for classes and assistance. Hand-on assistance in production techniques and research into crops, techniques, and obstacles/solutions could increase production. With ag extension in King County, we would benefit from the WSU expertise in other counties as well.				
D	<p>Develop farmworker housing in Duvall to serve Snoqualmie valley farmers, starting with feasibility and market analysis. Development would include services for farmworkers and families. Build on this effort to address farmworker housing needs in other parts of the county.</p> <p>Effect: Major farmers in valley will have employee housing very close to their farms (rather in Monroe, the closest place with affordable housing now). On-farm housing nearly impossible because of floodplain. Conditions will vastly improve for workers with housing and services nearby. Will improve productivity, labor availability and fairness to employees.</p>	Office of Rural and Farmworker Housing (funder); Washington Growers League (developer)	King County Interested Farmers City of Duvall Catholic Community Services of Western WA (already done farmworker housing in Skagit, CCSW is based in Seattle)	Grant and private funds - \$4-7 million Ag 0.1	1.5F
Summary of Resource Needs for High Priority Actions, Strategy 1.5			Existing Staff New Staff New Dollars	X FTE X FTE X Dollars	

DRAFT
10/29/2014

MEDIUM PRIORITY					
E	Increase efforts at large-scale soil amendments, including WSU's program to trial commercial compost on farms, and increase efforts to get LOOP biosolids to farms, KCD program to match farmers who have extra manure with farms that need it.	King County			
F	Farm labor is crucial for productivity; and labor shortage is a big issue. Gather more information to assess the problem and develop recommendations	?	Farmers WA Farm Labor Assoc.	Contract study - \$15,000?	1.5D
LOW PRIORITY					
G	Improve regulations for construction of manure bins, and for on-farm composting	King County			
Strategy 1.6: Enhance recruiting, training, and technical assistance programs for new farmers, with consideration of diverse cultural and language needs. <i>Effect: The key to success of the ambitious production targets is more farmers farming successfully. Beginning farmers need training in order to be successful. Diversifying the face of farming in King County will take new approaches and tools to reach low-income and minority farmers, especially those with limited-English, but there is great interest and potential among these groups.</i>					
	Action Item	Lead Organization	Key Partners	Resources Available/Needs	Cross-Reference
HIGH PRIORITY					
A	Enhance the FarmLink Program to match available farmland (e.g, retiring farmers) with new farmers going into food production. Services go well-beyond match-making. See related actions below. Effect: Age of farmers in KC means that many farmers will be retiring	CHC	King County PCC Farmland Trust WSU, Seattle Tilth	FarmLink: New resources needed - \$150-200k/yr (covers some of other actions under this strategy) Potential KCD grant \$\$ available	All actions in this strategy are related. All related to Strat 1.1

DRAFT
10/29/2014

	and that land may go out of production. Will result in acreage staying in farming and new farms getting land.				
B	<p>Increase farmer training programs, including follow up assistance after Cultivating Success classes, incubator and mentoring programs. Ensure that classes and services are accessible to non-English speakers</p> <p>Effect: increase the success rate and staying power of new farmers; make it possible for minority farmers to succeed.</p>	<p>CHC WSU Sea Tilth</p>	<p>Sno-valley Tilth Farmers GRCC SAGE (SCCC, Edmonds, Mt.Vernon) 21 Acres</p>	<p>Seattle Tilth received grant to expand farmer training, focusing on minority and low income farmers. CHC role part of Farmlink cost; WSU role part of 1.5C</p>	<p>1.5C, all 1.6</p>
C	<p>Pull together a finance educational panel for farmers interested in starting or expanding food production in King County, consisting of presentations from various financing sources interested in funding agricultural land purchases.</p> <p>Effect: Brings disparate sources of information on financing together.</p>	<p>CHC</p>	<p>King County PCC Farmland Trust WSU, Seattle Tilth Slow Money FSA Farm Credit Services USDA/FSA USDA/Rural Development Beneficial Bank Craft 3</p>	<p>CHC role part of Farmlink cost</p>	<p>1.1A, 1.1B, 1.1C, all 1.6</p>
D	<p>Offer succession planning programs (Ties to the Land) to help existing farmers create retirement accounts and transition land and resources.</p> <p>Effect: Age of farmers in KC means</p>	<p>CHC, WSU</p>	<p>Farm Bureau</p>	<p>WSU role part of 1.5C CHC role part of 1.6A</p>	<p>1.6A, 1.5C</p>

DRAFT
10/29/2014

	that many farmers will be retiring and that land may go out of production. Early succession planning will make it more likely farm will stay in farming.				
E	<p>Expand Incubator farm program, with emphasis on minority farmers: Include training and mentorship in production, business planning, marketing</p> <p>Effect: 12 ? new farmers per year; farmers continue successfully after graduating because they receive follow-up support; farmers find land long-term; new model for farms of the future (shared space, marketing, equipment, etc.). More minority farmers succeed.</p>	Seattle Tilth	King County Pike Place Market	Seattle Tilth has received grant	1.6F; 1.6 B, Strategy 1.1 Demand actions
F	<p>Establish farming associations for King County minority/immigrant farmers that can be partners with King County on agriculture issues. Each group can have their own association or there can be one cohesive King County minority/immigrant farming association.</p> <p>Effect: More power among minority farming communities: ability to get grants, market products; share</p>	King County	Seattle Tilth Viva Farms WSU NABC	Existing Resource: .5 (Bee Cha/WSU), Seattle Tilth grant to work with minority farmers. KC 0.1	1.1A, 1.6E

DRAFT
10/29/2014

	infrastructure.				
MEDIUM PRIORITY					
G	Promote King County as a good place to farm. <ul style="list-style-type: none"> • Make it true • Actively solicit potential new farmers. Recruit farmers from incubator farm programs, university and community colleges and other training programs.				
Summary of Resource Needs for High Priority Actions, Strategy 1.6				Existing Staff	X FTE
				New Staff	X FTE
New Dollars					X Dollars

DRAFT

DRAFT
10/29/2014

Target 2 - Demand

Target 2: Demand – Double demand for locally produced healthy foods.

Strategy 2.1: Create awareness of King County locally produced foods via marketing and education to consumers.

Effect: A robust and focused promotion effort would increase consumer knowledge of King County farms and food products. The awareness, in turn, could increase demand for locally produced fruits, vegetables, and meats. Already in existence is the Puget Sound Fresh brand that was created in 1998 by King County to increase awareness of the fresh fruit and vegetables produced in the 12 Puget Sound counties. Farmers markets, CSAs, food hubs, and individual farmers (when possible) also engage in active promotion of their products; however, many King County farmers continue to identify marketing as one of their greatest barriers.

	Action Item	Lead Organization	Key Partners	Resources Available/ Needs	Cross-Reference
HIGH PRIORITY					
A	<p>Enhance the “Buy Local” message and Puget Sound Fresh promotion program:</p> <ol style="list-style-type: none"> 1. Increased promotion of direct markets: farmers markets, food hubs, CSAs, farm stands, home delivery, and buying clubs in multiple languages and in rural, urban, and suburban areas. 2. Interview market representatives to determine what marketing materials would be useful then create shared messaging for media (traditional and social) and advertisement in multiple languages and in consideration of urban, suburban and rural market outreach which can supplement individual market efforts. 3. Develop farm specific stories for use by end markets (e.g. 	CHC	<p>King County Regional Food Policy Council WSFMA WSDA Seattle (and other) Public Schools WSU KCD Health Care Without Harm</p>	<p>Existing Staff: 1.5 FTE</p> <p>2.1A(2) Needs: Budget estimate - \$200-250K. May need a contractor.</p> <p>Needs:</p> <p>Analysis of Resources:</p>	2,1B

DRAFT
10/29/2014

	<p>restaurants, retail markets, institutions).</p> <p>4. Develop a 'market memo' that explains the value of buying local e.g. environment + price + quality = value.</p> <p>5. Develop an identification for King County products to be used by retailers or others as promotion to their customers.</p> <p>Effect: 2.3 million consumers. National estimate of population the local food movement is 6%; King County may be higher b/c it is the second largest market for new and organic foods.</p> <p>2.1(A)(1) – remind current local food consumers of local food sources.</p> <p>2.1(A)(2)- increase awareness of local foods to consumers who are currently not part of the local food movement.</p>				
B	<p>Highlight seasonal specialties from King County through a local food promotion program across sectors – restaurants, farmers markets, schools, hospitals, retailers, etc.</p> <p>Effect: increase consumer awareness and ease of</p>	CHC/WSDA	CHC	Need data on what CHC is currently doing.	2.1A

DRAFT
10/29/2014

	marketing locally-produced foods for retailers.				
C	<p>Develop programs to connect producers with end markets, and raise awareness about King County's local food economy.</p> <ol style="list-style-type: none"> 1. Organize an annual King-County culinary event featuring locally-produced foods prepared by local chefs for grocery/food retailers and food media. Potentially leverage existing events (e.g. Seattle Restaurant Show) 2. Establish a new King County Local Food Fair – modeled on a county fair – to connect urban residents with locally produced farm products. Link the new Fair to a King County Harvest Tour <p>Effect: Make connections to food buyers and provide a press/education opportunity.</p>	<p>Les Dames D'Escoffier/Macrina</p> <p>PCC</p> <p>Bon Appetit</p> <p>King County</p>	<p>Seattle Chef's Collaborative</p> <p>Seattle Restaurant Association</p> <p>Farmers</p> <p>Grocery retailers</p> <p>Institutions</p> <p>King County Cities</p> <p>Chambers of Commerce</p> <p>WSDA</p> <p>Health Care Without Harm</p>		
D	Support innovative programs that encourage consumption of				

DRAFT
10/29/2014

	locally grown food among socially disadvantaged groups such as community dinners, training for school and daycare cooks, in-school and after-school cooking clubs .				
Summary of Resource Needs for High Priority Actions, Strategy 2.1			Existing Staff	X FTE	
			New Staff	X FTE	
			New Dollars	X Dollars	
Strategy 2.2: Increase technical assistance for sourcing locally: for farmers- retail-readiness and market assistance; for restaurants, institutions, and grocery retailers– how to source locally and implement sustainable practices. Effect: King County farmers have identified for years that one of their greatest challenges is marketing. Marketing needs include retail readiness, pricing strategies, packaging, regulations, and establishing farmer-to-market connections. On the other hand, food retailers (restaurants, grocery stores) and institutions consistently identify quantity, quality, and consistency as the biggest challenges to sourcing from smaller King County farms. For direct markets, regulations such as food safety and permitting fees tend to be the greatest obstacles. An increase in marketing technical assistance for farmers could result in increased retail-readiness and new food aggregation models that could open doors to other revenue streams. On the other hand, increasing technical assistance to restaurants, grocery retailers, institutions, and direct markets will increase their sustainable practices and awareness of local farms and how to best source local products.					
	Action Item	Lead Organization	Key Partners	Resources Available/Needs	Cross-Reference
HIGH PRIORITY					
A	<u>For Producers:</u> Provide technical assistance, training, workshops, and courses to producers and small businesses for: <ul style="list-style-type: none"> Determining what products to target food processing/value-added GAPs, HACCP, food safety (FSMA) Marketing 	WSU Extension WSDA King County Health	Community colleges KCD NABC SCC WSDA NW Food Processors Association Bon Appetit CHC Charlie's	WSDA has a lot of material already developed but no resources exist to push the information out to producers.	1.1(A,B), 1.5(B)(C) 1.6 (B,E), 2.4(E)

DRAFT
10/29/2014

	<ul style="list-style-type: none"> Retail/institution readiness Business/accounting Culturally Appropriate Foods - Increase the amount of culturally appropriate foods produced locally and procured in King County. <p>Effect: Makes the food safer and increases consumer confidence. Opens the door for farmers to obtain additional revenue sources (restaurants, grocery retailers, institutions).</p>		<p>Tom's Cuisine</p> <p>SAGE: SCCC, Edmonds CC, Viva/WSU CIE</p> <p>Health Care Without Harm</p>		
B	<p>Convene sector-specific groups (e.g., institutional, large grocery retailers, small, ethnic groceries, restaurants) to provide technical assistance to increase local sourcing and make sales.</p> <p>Effect: Goals would be to get the technical assistance needed to make the products market-ready and make sales.</p>	CHC	<p>WSDA</p> <p>King County</p> <p>NABC</p> <p>Slow Money NW</p>	<p>Existing Staff: 1.75 FTE</p> <p>Existing Funding: \$50K (RWJ Foundation)</p>	
C	<p><u>For Farmers Markets:</u> Increase municipal and county support for farmers markets; largely in the form of:</p> <ul style="list-style-type: none"> securing permanent 	<p>King County</p> <p>King County Economic Development</p> <p>Seattle Office of</p>	<p>Cities</p> <p>King County Regional Food Policy Council</p> <p>Sound Cities</p>		

DRAFT
10/29/2014

	<p>staging s areas, shelter/cover</p> <ul style="list-style-type: none"> • water, electricity • reduction (or absence) of permitting fees. <p>Effect: Makes the markets more efficient and cost effective. Establishes farmers markets as a dependable food access pathway, which could lead to increase in consumers shopping at farmers markets. For vendors, it would provide a stable and reliable income source @ the price they need. Managing fees and permanent staging areas in such a way that it can extend the season are the major benefits for vendors.</p>	Economic Development	Assoc.		
D	<p><u>For Farmers Markets:</u> Provide technical assistance and training to farmers' market managers and organizations to enhance sustainability. Areas of focus could include:</p> <ul style="list-style-type: none"> • sustainability according to market types (urban/rural, small/large) • development of new markets 	<p>King County</p> <p>King County Economic Development</p>	<p>WSU</p> <p>WSFMA</p> <p>City of Seattle Office of Economic Development</p> <p>WSDA (Greenbook)</p>		

DRAFT
10/29/2014

	<ul style="list-style-type: none"> • staffing needs • regulations <p>Effect: A properly managed market increases efficiency, thereby making it more cost-effective for the vendors. A well-managed market will increase the market's ability to meet consumer demands (i.e., diversity of vendors, promotions, etc.).</p>				
E	<p><u>For Restaurants, Grocery Retailers, and Institutions:</u> Develop a local and sustainable practices toolkit for restaurants, institutions, and grocery retailers. Information will include:</p> <ul style="list-style-type: none"> • prepared food rescue and recovery programs 'Seattle's Table' type program that connect surplus prepared food (from restaurants, institutions, caterers) to meal programs • 'Lean Kitchen' information • map of local King County farms • Etc. 	WSDA	City of Seattle King County Bon Appetit Macrina SCC SRA Health Care Without Harm		3.2(A),3.3(A), 3.4(C)

DRAFT
10/29/2014

	Effect: Decrease food waste. Increase awareness of local famers (marketing). Increase cost effectiveness of operating a restaurant/grocery store/institutional kitchen in King County, which continues to provide revenue streams for local farmers.				
F	County-level staff person to sales rep for King County farms to institutions and retail. Serve as liaison with farms on how to reach these markets Effect: Increases the sales of county grown food	King County NABC	NABC Healthcare without Harm	1 FTE needed	1.1 A,B 1.5 B
G	Evaluate existing direct market channels serving socially disadvantaged groups such as Fresh Bucks and Good Food Bags and support those that are proven to be effective.				
H	Assess the gap between the price institutions will pay for locally grown food and the cost of producing that food, particularly for small to mid-sized farmers. Develop and implement a plan to decrease that gap.				
I	Incentivize restaurants to				

DRAFT
10/29/2014

	participate in coordinated crop planning with local producers				
Summary of Resource Needs for High Priority Actions, Strategy 2.4			Existing Staff	X FTE	
New Dollars			New Staff	X FTE	
				X Dollars	
Strategy 2.3: Improve the local food processing, distribution, and marketing infrastructure in King County to accommodate and increase aggregated food distribution. Effect: Currently, majority of King County farmers turn to direct markets as a major revenue source due to their small size; however, of the ~\$6 billion food market in King County, direct markets only account for ~\$22 million of the food market. In 2012, the majority of King County's food market was attributed to restaurants (~\$4.3B) and grocery retailers (~\$1.1B). A recent report evaluating the institutions market (hospitals, schools, and child care) show a potential ~\$75 million market for King County farmers. Each of these major food sectors require consistent quantity and quality; the former being the greatest challenge for King County farmers, which makes food aggregation an attractive solution. In addition to quantity, certain sectors like restaurants and institutions provide potential markets for farmers who are able to deliver processed products (i.e., bagged salad, wash and cut, etc.). Gaining a better understanding of the currently available processing/distribution resources will help determine which important pieces are missing. Being able to strategically fill in those gaps will give King County farmers the resources they need to open doors to other revenue sources in the county.					
	Action Item	Lead Organization	Key Partners	Resources Available/Needs	Cross-Reference
HIGH PRIORITY					
A	Conduct a prioritized needs assessment and cost analysis for the development of processing infrastructure. Effect: increase greater insight into the local food processing and distribution system, especially in the areas of processing/packing raw fruits, vegetables, and meat/poultry/dairy. This information can be used by food hubs, food businesses,	KCD	NABC SMNW	KCD \$25,000 grant may develop useful data for this effort.	2.3 B

DRAFT
10/29/2014

	and farmers to determine their business models and make them more profitable.				
B	<p>Develop an asset map of available food processing and distribution infrastructure.</p> <p>Effect: increase greater insight into the local food processing and distribution system, especially in the areas of processing/packing raw fruits, vegetables, and meat/poultry. This information can be used by food hubs, food businesses, and farmers to determine their business models and make them more profitable.</p>	KCD	SMNW	KCD currently has a \$25,000 grant to develop a food system asset map.	2.3 A
C	<p>Create incentives for food hubs and other processing/ distribution facilities. This could include tax, regulatory, funding, and municipal incentives.</p> <p>Effect: Job creation, more local foods going into the local food system.</p>	Govt Lead	CHC NABC Cities SMNW		1.5(B)
D	<p>Develop Food Innovation Districts or special economic zones though:</p> <ul style="list-style-type: none"> Developing a strategy for 	Urban FoodLink City of Seattle City of SeaTac	Global to Local, Swedish Hospital Community and Technical Colleges	Existing Staff: 2.0 FTE (Urban Food Link)	

DRAFT
10/29/2014

	<p>leveraging and coordinating funding and other support for development of food innovation districts.</p> <ul style="list-style-type: none">• Identifying a non-profit and/or commercial development entity to develop initial project(s) to catalyze food innovation district including acquiring land, securing development capital, developing business plan, coordinating stakeholders, managing construction, securing tenants, etc.• Recruit processors or other markets to locate in Food Innovation Districts to foster economic development (cities). Gives farmers additional infrastructure resources (i.e., distribution, storage, value-added processing). <p>Effect: Economic and job development (cities). Gives farmers additional infrastructure resources (i.e., distribution, storage, value-added processing).</p>		<p>Rural small cities CDFIs and other community development lenders King County (DNRP/PHSKC)</p>		
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DRAFT
10/29/2014

E	<p>Expand ability of meat producers to process animals in King County.</p> <ul style="list-style-type: none"> Establish mobile/fixed meat and poultry processing facilities in King County to meet demands from King County livestock producers and open doors to other marketing opportunities. Establish a USDA “cut and wrap” facility in King County. <p>Effect: Livestock producers would be able to diversify their revenue source (e.g., USDA certification). <i>*Need to focus on how to make it cost-effective for farmers.</i></p>	<p>Puget Sound Meat Producers Cooperative WSDA NABC WA Cattleman’s Assoc.</p>	<p>King County KCD Slow Money NW</p>	<p>Funding Needed:</p>	
F	<p>Build on success of existing food hubs by supporting infrastructure development, including warehouse space for aggregation and cold storage.</p>				
<p>Target 2.4: Support emerging markets for selling locally-produced foods. Effect: <i>Expanding the local food economy involves increasing the demand for and access to locally-produced foods. The actions below addresses both increasing demand and access. This target aims to find creative and innovative ways to drive consumer preferences toward local foods and make it convenient to eat locally.</i></p>					
	Action Item	Lead Organization	Key Partners	Resources Available/Needs	Cross-Reference

DRAFT
10/29/2014

HIGH PRIORITY					
A	<p><u>Park and Rides:</u> Work with Metro/DOT to pilot a program to use Park and Ride lots to facilitate sales of locally-produced foods.</p> <p>Effect: Increase the market/revenue options for farmers. Easier access for consumers. Efficient use of public land.</p>	King County	CHC NABC		
B	<p><u>Healthcare:</u></p> <p>Wellness Programs: Encourage employers to provide incentives to employees and clients to purchase local fresh fruits and vegetables at farmers markets and other direct sales outlets through:</p> <ul style="list-style-type: none"> • A pilot project with King County's Healthy Incentives program to provide credit to King County employees based on consumption of healthy foods. • Healthy foods vouchers • Workplace CSAs <p>Effect: Healthcare is</p>	King County	Cities DOH Private sector businesses		

DRAFT
10/29/2014

	potentially a new market. Provides an incentive for consumers to shop at direct sales outlets and to eat local fresh fruit and vegetables.. Easier access for consumers.				
C	Develop models/pilot projects to reach underserved neighborhoods (i.e., mobile markets, CSAs, farmers markets, etc.) Effect: Increase the ability to reach new consumer base. Depending on where the food is available, it could make it easier to access for consumers.	WSU	KCD South King Council on Human Services Muckleshoot Nutrition Program Farmers Markets King County PSHSKC Farmers Retailers Seattle Tilth Charlie's Produce Food Lifeline Gorge Grown		
D	Create a contest for the community to solve a problem.				
MEDIUM PRIORITY					
E	Develop a King County Award/Grant annual program to recognize restaurants, retailers, institutions and farmers for the most sustainable ag practices or most locally-sourced foods. Farmers would get a cash				

DRAFT
10/29/2014

	award. Effect: Act as an incentive tool to drive business practice changes toward local sourcing. Could also be used as a marketing tool to create awareness with consumers. This would also be an incentive tool for farmers to innovate change in farming practices. Award money could go toward infrastructure improvements.				
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Target 3 – Reduce Food Waste

Target 3: In 10 years, decrease by 25% the amount wholesome food loss.

Strategy 3.1: Promote residential/household practice improvements to better utilize healthy food (i.e., portion sizes, extending shelf-life of food,

DRAFT
10/29/2014

better shopping, etc.).					
	Action Item	Lead Organization	Key Partners	Resources Available/Needs	Cross-Reference
HIGH PRIORITY					
A	Household/neighborhood food waste prevention campaign (e.g: 'Food Too Good to Waste') Effect: Food waste is the largest single component of what is in residential garbage. Today approx. 1/3 of all food purchased is thrown out.	King County City of Seattle	Media outlets King County Seattle Public Utilities Other CBOs Local grocery stores, farmers markets, household volunteers	Existing SWD Staff: 0.3 FTE Existing SWD Funds: \$75,000/yr. Existing SPU: ?	May relate to Food Access strategies and actions.
Summary of Resource Needs for High Priority Actions, Strategy 3.1				Existing Staff New Staff	
New Dollars				0.3 FTE X FTE X Dollars	
Strategy 3.2: Increase the amount of surplus food that is donated via meal programs and related channels.					
	Action Item	Lead Organization	Key Partners	Resources Available/Needs	Cross-Reference
HIGH PRIORITY					
A	Prepared food rescue and recovery program expansion - 'Seattle's Table' type program that connects surplus prepared food (from restaurants, institutions, caterers) to meal programs. Effect: This action has the dual effect of reducing wasted prepared and will provide ready-to-eat food for those in	Food Lifeline	Institutions, restaurants, caterers Food Lifeline, Meal programs	Food Lifeline now: .3 FTE for Seattle to expand to the rest of King County: .5 FTE	Relates to Food Access goal area. 2.2E- Sustainable Restaurant Toolkit

DRAFT
10/29/2014

	need.				
Summary of Resource Needs for High Priority Actions, Strategy 3.2				Existing Staff New Staff	X FTE X FTE X Dollars
New Dollars					
MEDIUM PRIORITY					
B	Explore collaboration to create technology resource to facilitate real-time prepared food rescue. Effect: Mobile application can efficiently connect sources of surplus prepared food with providers of meals for those in need.	?	Public, private, civic and technology partners.	?	?
Strategy 3.3: Increase the efficiency of institutional, catering, and restaurant kitchens.					
	Action Item	Lead Organization	Key Partners	Resources Available/Needs	Cross-Reference
HIGH PRIORITY					
A	Build out 'Lean Kitchen' element of 2.6C Sustainable Restaurant Toolkit. Effect: Food waste is the single largest component of restaurant garbage. Lean techniques save money and reduce waste.	Urban Foodlink? Chef's Collaborative? Chef Action Network?	Institutions, restaurants, caterers, Restaurant Association	Virginia Mason? SPU?	2.2 E Sustainable Restaurant Toolkit
Summary of Resource Needs for High Priority Actions, Strategy 3.3				Existing Staff New Staff	X FTE X FTE X Dollars
New Dollars					

DRAFT
10/29/2014

Strategy 3.4: Expand the utilization of edible foods produced in King County.					
	Action Item	Lead Organization	Key Partners	Resources Available/Needs	Cross-Reference
HIGH PRIORITY					
A	Pilot a 'Buy Ugly Fruit' effort to create consumer demand for "ugly fruit" and build supply chain. Effect: This action has the dual effect of reducing wasted food on farms and providing (new market) for affordable nutritious (though cosmetically compromised) fruits and veggies.	King County SWD	Farmers, PCC and/or other leading food retailers	Existing SWD Staff: 0.2 Existing SWD Funds: \$15,000 for 2015 Pilot	
B	Connect local farms with donated food distribution network. Effect: Smaller donated food distributors can expand their supply of healthy food via stronger relationships with local farms.	?	Hopelink, South King Food Coalition, Food Lifeline	?	
Summary of Resource Needs for High Priority Actions, Strategy 3.4				Existing Staff New Staff	
New Dollars				.2 FTE X FTE X Dollars	
MEDIUM PRIORITY					
C	Expand 'Pick and Pack Out' and/or gleaning programs that extend post-harvest opportunities in King County	KCD?, Farmers in King County?	King County, CityFruit, Food Lifeline, others in the donated food	?	

DRAFT
10/29/2014

	Effect: Utilizes nutritious food that likely otherwise would go to waste.		distribution network		
Strategy 3.5: Increase grocery store food management efficiency.					
	Action Item	Lead Organization	Key Partners	Resources Available/Needs	Cross-Reference
HIGH PRIORITY					
A	Curate and promote/diffuse Grocery Store/Lean Kitchen best practice improvements – perhaps via 2.6C Sustainable Grocery Toolkit Effect: Food waste is the largest single component of what is in grocery store garbage. Lean techniques save money and reduce waste.	PCC, Grocers Association?	Kroger, PCC King County/Seattle Public Utilities WISERg	Existing SWD Staff: 0.2	2.2 E
B	Engage and enroll small grocers in food donation Effect: While large grocers typically are actively donating, this practice is less prevalent among smaller grocers.	Small Grocers Association?	Food Life, others in the donated food distribution network		Link to Food Access goal
Summary of Resource Needs for High Priority Actions, Strategy 3.5				Existing Staff New Staff	
New Dollars				X FTE X FTE X Dollars	
Strategy 3.6: Build food utilization tracking into food knowledge management system.					

DRAFT
10/29/2014

	Action Item	Lead Organization	Key Partners	Resources Available/Needs	Cross-Reference
HIGH PRIORITY					
A	Household/neighborhood food waste prevention campaign with an emphasis on the Food Too Good to Waste Challenge.	SPU King County	Local grocery stores, farmers markets, household volunteers	Summer/Fall 2014	
B	Environmental Practices Survey	King County	DNRP, SPU	Fall 2014	
C	Waste Characterization Studies	King County, SPU	DNRP/SWD, SPU, haulers	2011 – Overall waste studies (KC, SPU) 2014 –Waste Sorts of Curbside Yard/Food Carts (KC)	
D	Compile data from Lean Grocery programs	Lean service providers (e.g., WISERg), PCC, Red Apple	Grocery stores	Real time data	
Summary of Resource Needs for High Priority Actions, Strategy 3.6			Existing Staff	X FTE	
			New Staff	X FTE	
New Dollars				X Dollars	